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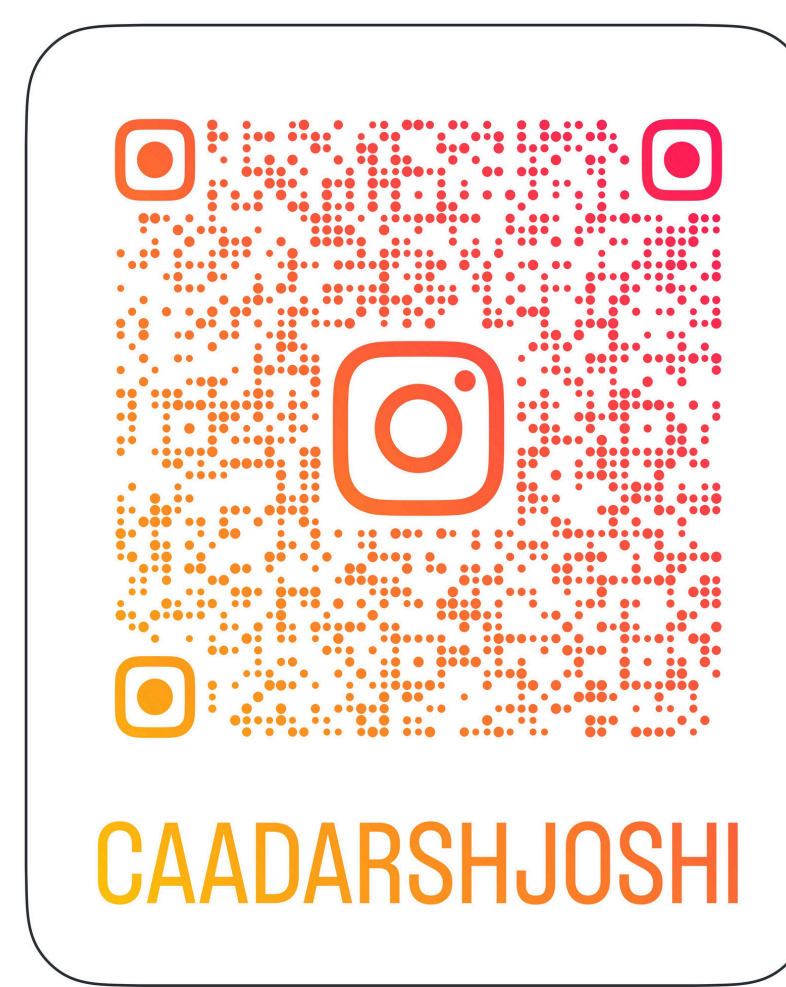


CA ADARSH JOSHI

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FOUNDER

- 8+ years of teaching experience in CA education
- Subject Expert in:
CA Foundation – Paper 2: Business Laws
CA Intermediate – Paper 2: Corporate and Other Laws
- Has uploaded over 3000+ educational videos for CA Foundation and CA Inter students
- Known for his dynamic, conceptual and “fun-and-learn” teaching style
- Guided thousands of students across India to success in CA exams
- Strong academic background with B.Com (BMCC, Pune) and ACA qualification
- Widely appreciated for his clarity, energy, and practical approach to law subjects
- Through Shikshadwar, offers comprehensive classes, books, tests, and mentorship to CA students





CA DARSHAN JAIN

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CO FOUNDER

- Chartered Accountant by profession & educator by passion
- Teaching Financial Accounting , Financial Management & Strategic Management to CA Students For 12 Years.
- Practicing Chartered Accountant For Past 13 years in The Field of Audit , Direct & Indirect Taxes & Management Consultancy
- Elected as Convenor of The Jalna CA CPE Chapter of WIRC of ICAI For 2 consecutive years 20-21 & 21-22.
- He Has Successfully Completed & Qualified Following Certificate Course Conducted By ICAI
 1. Forensic Accounting & Fraud Detection
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 4. Public Finance & Accounting
 5. Drafting & Pleading Before Authorities
 6. Wealth management & Financial Planning
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CA TUSHAR TAPARIA

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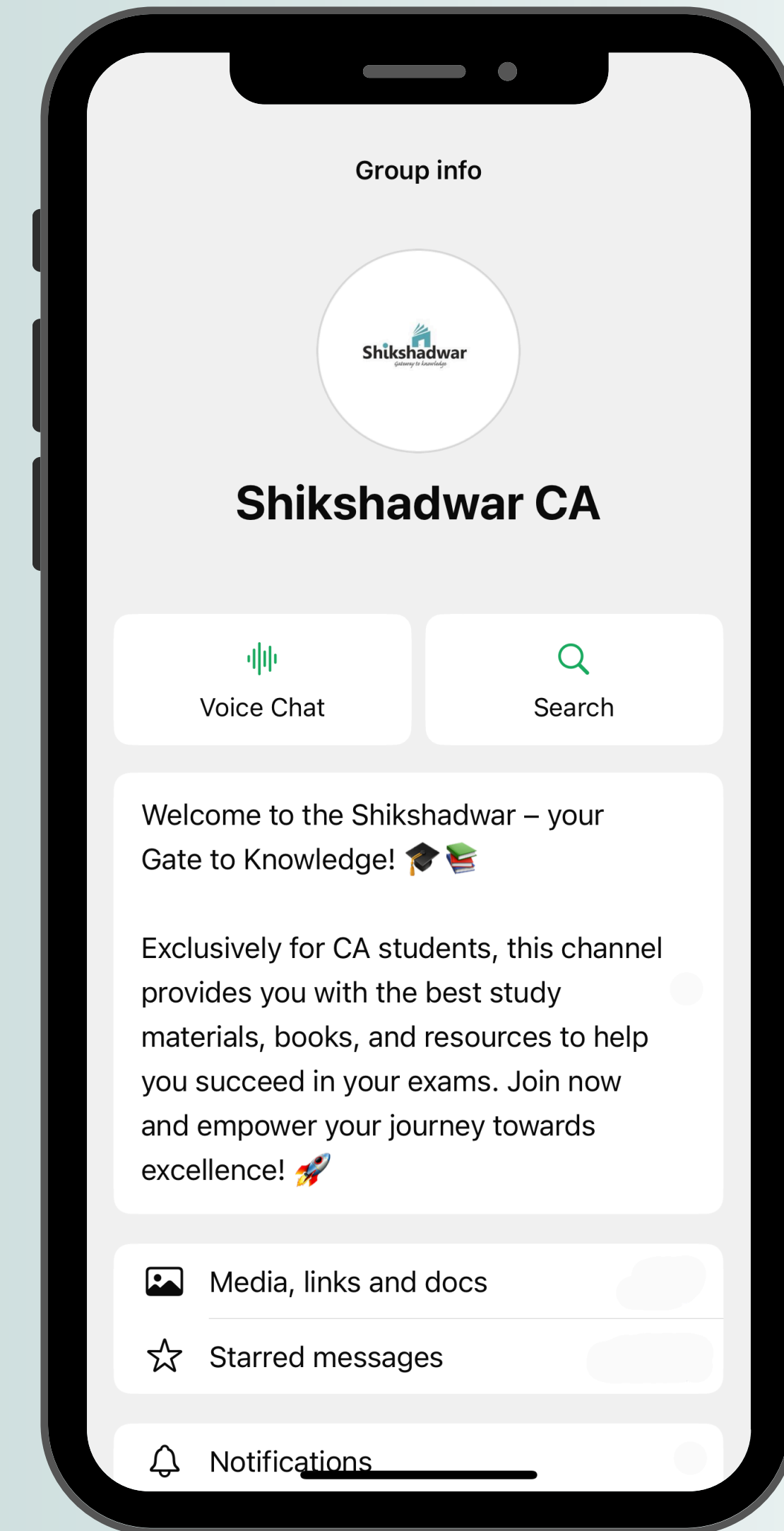
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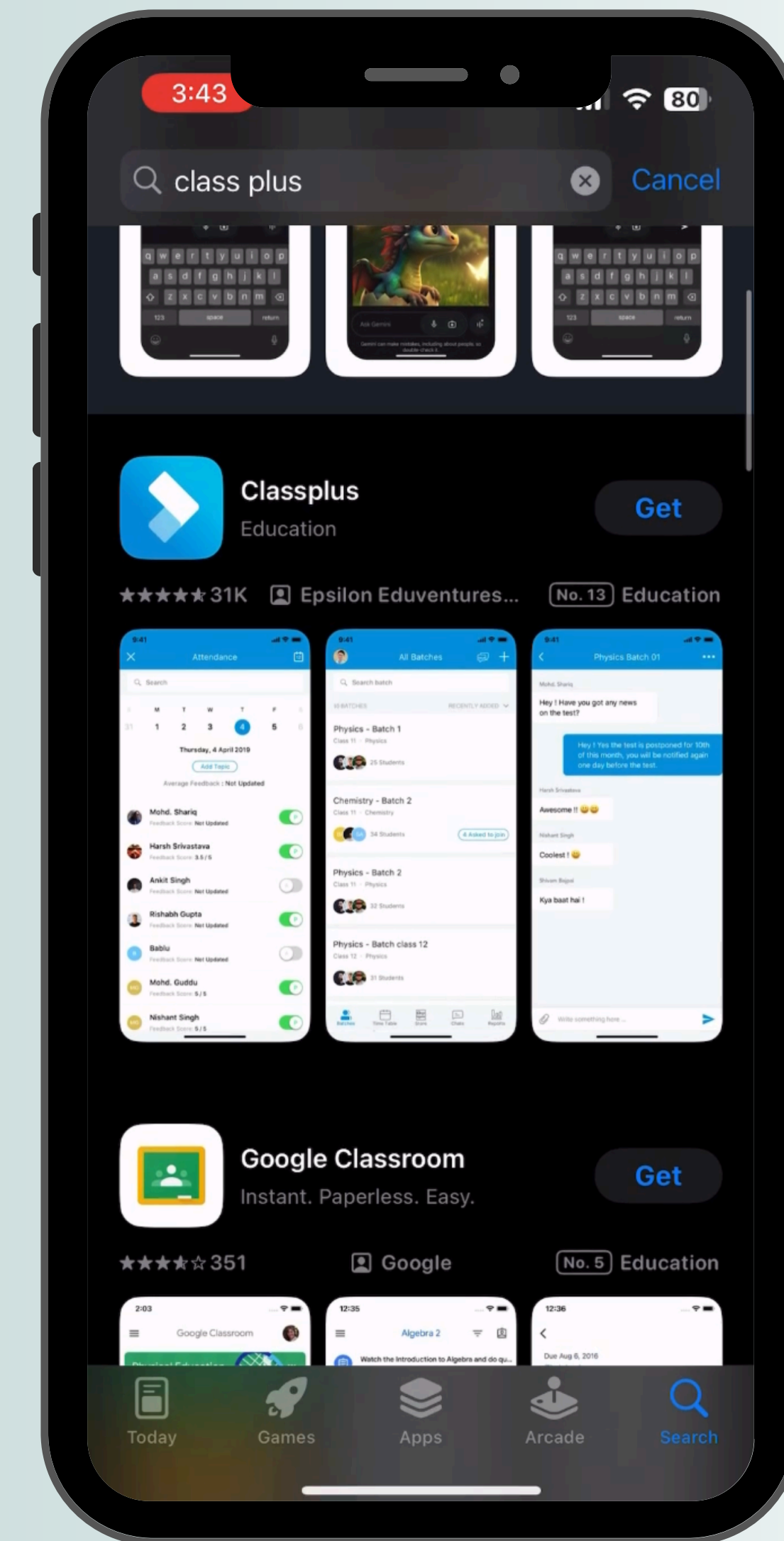
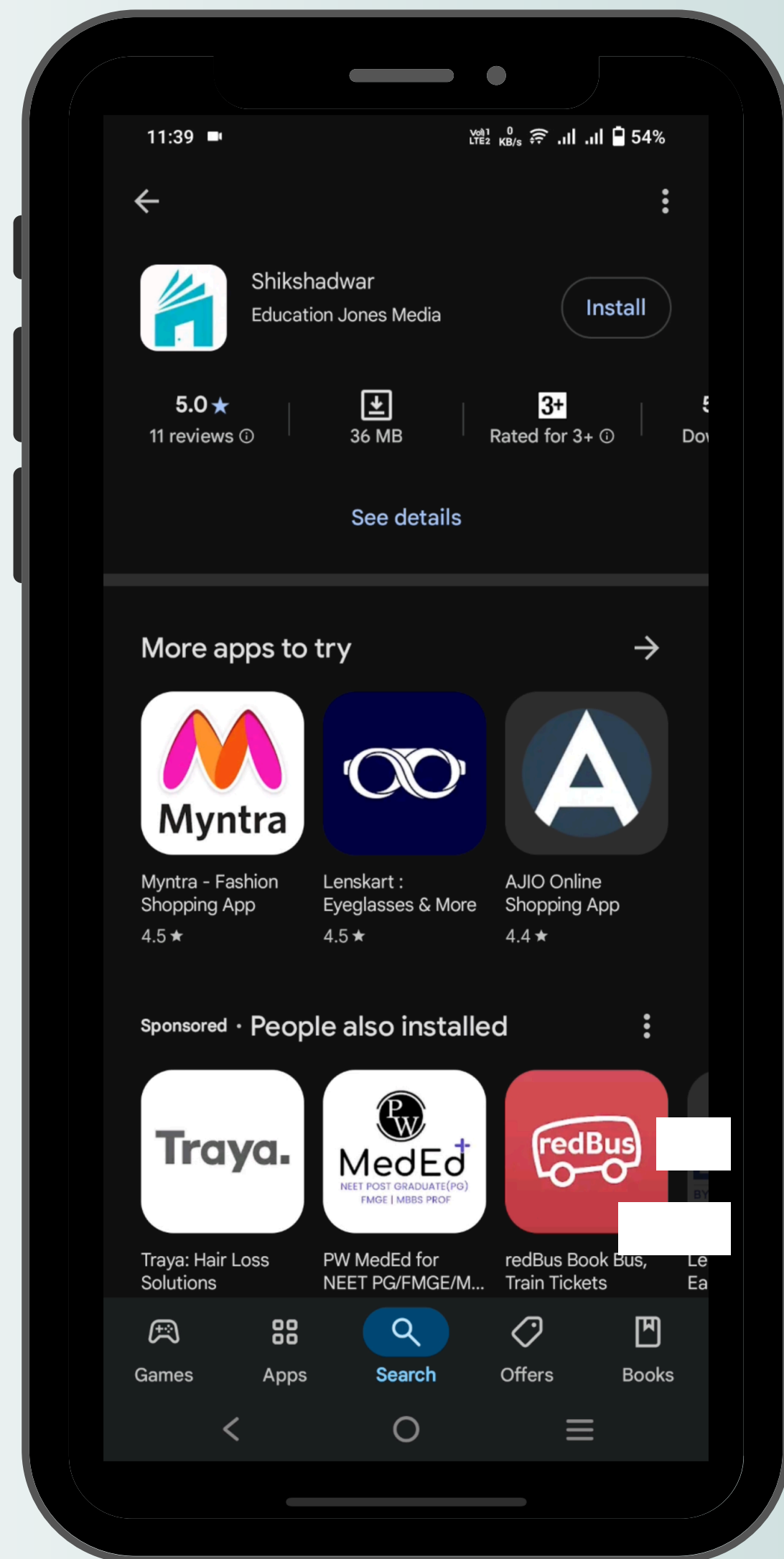
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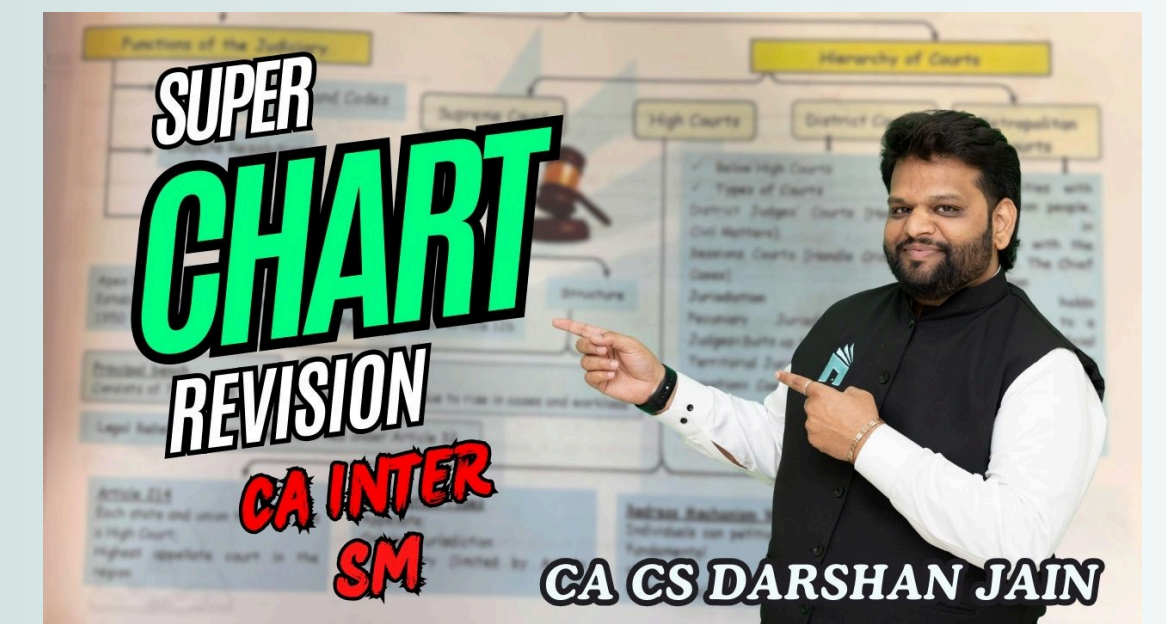
CA INTERMEDIATE MAY 25

Marathons Live Streams



RRR - Result Oriented Rapid Revision

Most Imp Questions



One Shot MCQ's Marathon

Super Chart Revision









Amendments Ki Pathshala

20 -20 Series

CA INTERMEDIATE MAY 25

Marathons Schedule With Links

DATE	TIME	EDUCATOR	SUBJECT	TOPICS	YOUTUBE LINK
17/4/2025	8.00 AM	CA ADARSH JOSHI	LAW	RRR	
18/4/2025	12.00 NOON	CA TUSHAR TAPARIA	GST	RRR	
19/4/2025	8.00 AM	CA CS DARSHAN JAIN	FM	RRR	
20/4/2025	8.00 AM	CA ADARSH JOSHI	LAW	ONE SHOT MCQ MARATHON	
21/4/2025	2.00 PM	CA TUSHAR TAPARIA	GST	GST AMENDMENTS & ITS IMPORTANT QUESTIONS	
23/4/2025	8.00 AM	CA CS DARSHAN JAIN	FM	ONE SHOT MCQ MARATHON	

DATE	TIME	EDUCATOR	SUBJECT	TOPICS	YOUTUBE LINK
24/4/2025	2.00 PM	CA TUSHAR TAPARIA	DT	DT AMENDMENTS & ITS IMPORTANT QUESTIONS	
27/4/2025	8.00 AM	CA CS DARSHAN JAIN	SM	ONE SHOT MCQ MARATHON	
4/5/2025	8.00 AM	CA ADARSH JOSHI	LAW	MOST IMPORTANT QUESTIONS	
6/5/2025	3.00 PM	CA TUSHAR TAPARIA	TAXATION	20-20	
12/5/2025	8.00 AM	CA CS DARSHAN JAIN	FM	20-20	
13/5/2025	8.00 AM	CA CS DARSHAN JAIN	SM	SUPER CHART REVISION	

SM CASE SCENARIO

MCQ'S



CASE SCENARIO 1



Connect Private Limited, a Mumbai based company is launching a smartphone, under the brand name of Poppy. The company recognizes plethora of options that customers have from Chinese manufacturers flooding the smartphone landscape. With recent COVID-19 pandemic hurting the global sentiment towards Chinese products, the company plans to play on the patriotic card and advertise Poppy as the “Desi” smartphone of India.

Strategic Arm of the company undertook an industry analysis and reported, that, budget phone segment was overtaken by the Chinese brands completely, however, the low segment of smartphones was still open for exploration. Thus, the company planned to enter the market with two models, Poppy A and Poppy B, priced at ₹ 4,499 and ₹ 5,499.

The company is also aware that their product can easily be imitated at same costing as well as pricing, and thus the very essence of their product can be lost. A team of marketing professionals was hired to tackle this issue. The solution they suggested was to take the first mover advantage by spending huge sums in advertising and promotion. Based on sound consciousness of the competition from huge money backed international players, the company decided to manufacture smartphone covers and accessories with the same “desi” tag, along with Poppy Smartphones. This shall help them mitigate the risk of being completely thrown out of business. Consequently, they invested a fairly good amount in manufacturing of these accessories.

The investors made it an objective for the team to reach an annual sales volume of 15,000 handsets and 70,000 pieces of accessories. The accessories sales surpassed the expectations by a fairly good margin.

However, Poppy A and Poppy B did not receive the much anticipated response and the leadership decided to reduce the scope and focus purely on accessories business going forward.

With a new focus on accessories production, the “Desi” tag will still play an important part in the success. However, they need to ensure creation of strong barriers to entry for other domestic players, and for that, they have plans to augment the production to enormous levels. This shall reduce their unit cost, thus, enable volume driven cost leadership.

1.1 Connect Private Limited, entered a saturated market of smartphones, after a due market study of understanding the competitive landscape. Put the below steps in correct sequence of understanding the competitive landscape.

- I. Understanding the competitors
- II. Determining strengths and weaknesses of the competitors
- III. Identify the competitors
- IV. Put all information gathered together

- a) (I), (III), (II), (IV)
- b) (III), (I), (II), (IV)
- c) (II), (III), (IV), (I)
- d) (I), (III), (II), (IV)

1.2 Annual sales volume as an objective by the investors was crucial to establish the company in the market. In which stage of strategic management are such annual objectives especially important?

- a) Formulation
- b) Control
- c) Evaluation
- d) Implementation

1.3 Following the sales numbers reported at the end of year, the leadership took a serious strategic stand point to move forward and shift to a new core business which was more profitable. Under which of the following category of business strategy can this decision be categorized?

- a) Retrenchment strategy
- b) Strategic alliance
- c) Diversification strategy
- d) Market development

1.4 After getting results from the market, accessories business of the company can be classified under which category of BCG's growth share matrix?

- a) Star
- b) Question mark
- c) Cash cow
- d) Dog

1.5 The phase two of shifting the business focus to peripheral accessories production, Connect Private Limited has planned setting up entries to barrier for its potential competitors. Which of the following barrier have they planned to implement?

- a) Capital requirement
- b) Product differentiation
- c) Access to distribution channels
- d) Economies of scale

Answer Key

Question No.	Answer
1.1	(b) Correct Sequence is (III), (I), (II), (IV)
1.2	(d) Implementation is an operations-oriented activity aimed at shaping the performance of the core businesses of a company. Thus, short term and long term objectives are majorly crucial part of Implementation Phase.
1.3	(a) Retrenchment strategy, is where the organisation reduces the scope of activity to focus on more profitable/suitable businesses.
1.4	(c) Cash cow is the correct answer, as accessories business has low market growth rate but a greater market share. Also, the investment required is low, but it generates cash for the company.
1.5	(d) Economies of scale, as they plan to reduce their per unit cost of production.

CASE SCENARIO 2

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KingLike WLL, is a construction company based in Dubai, which specializes in residential complexes. It has developed a new concept for the market, Private Vila cum Apartments called "Vilartment." These spaces are designed to suit the increasing demand of married couples wanting to stay with their parents, thus offering more space in a single residential unit.

The company has huge land purchasing power which gives them a competitive advantage over its rivals. Also, the designs are developed by the best in class Italian designers and the same have been patented. Thus, it is very tough to replicate KingLike's properties.

This project is positioned as a separate business unit to capture maximum potential of the management. Personnel at different levels have been employed to look after the respective functions of the unit. It is estimated that around 15,000 Vilartments will be constructed within next three years, and, 50% of the total units shall be ready to move into with immediate effect once the construction is completed.

The marketing team has roped in major Bollywood and Hollywood celebrities to perform at the foundation stone ceremony of the Vilartment, scheduled next month. The ceremony will be covered by major global media houses and channels via print and social media, thus, attracting potential buyers from all over the world.

With everything planned and efficient teams ready to execute, the management is confident of the project's success. The Vilartment shall position KingLike WLL as a leading real estate company in the global market.

2.1 Igor Ansoff gave a framework which describes the intensification options available to a firm. Which of them did KingLike use for its intensification strategy?

- a) Market penetration
- b) Product development
- c) Market development
- d) Diversification into new products

2.2 Core competency is built on multiple know-hows and is an integration of many resources. As per C.K. Prahalad and Gary Hamel. KingLike has expert teams and huge buying capacity. Which amongst the following is not an areas where core competency is identified?

- a) Customer value
- b) Application of competencies
- c) Market development
- d) Competitor differentiation

2.3 Different personnel have been deployed at respective levels in the project working as a business unit. Answer, Divisional managers and staff are a part of which of the following strategic levels in the organization?

- a) Corporate level
- b) Functional level
- c) Business level
- d) Consultant level

2.4 _____ is the answer to basic question “what business we are and what we do.” Many businesses fail to conceptualize this and it requires clarity. The company however has clarity on the same. Fill in the blank with the correct option.

- a) Vision
- b) Mission
- c) Strategy
- d) Planning

2.5 Vilartment shall function as a strategic business unit (SBU), being one of the key businesses of the company.

Which of the following is not a characteristic of a strategic business unit?

- a) It is a combination of two or more independent businesses.
- b) The planning for the business is done separately.
- c) It has its own set of competitors.
- d) It has its own manager responsible for strategy and profits.

Answer Key

Question No.	Answer
2.1	(b) Product development, Vilartment is a newproduct in the existing market
2.2	(c) Market development is not an area where corecompetency is identified
2.3	(c) Divisional managers and staff are a part ofbusiness level of an organization
2.4	(b) Mission statement
2.5	(a) It is a combination of two or more independentbusinesses.

CASE SCENARIO 3



3. Hareeyali Pvt. Ltd. is a company working towards making corporates spaces greener with their innovative infrastructural designs and products. The company is newly found and has six founders. It works with a team of just four people in middle management and around fifty plus on ground, working at various roles like client relationship management and delivery management.

The industry is fairly new but already dominated by GreenZone Pvt. Ltd., which produces around 800 designs for its fifty clients. GreenZone has a facility that produces the designed structures at a massive scale of 3000 pieces per day. It has been the sole player for a few years but as the corporates plan to go green, the industry is expecting a rise.

Hareeyali has begun decent operations but is struggling for a production facility. A proper strategy to build around the gaps and new areas of the industry shall take its business to another level. The founders' have mission of reaching every single corporate in India. They plan to spread in three phases. The first phase is to tap Delhi NCR and Mumbai. Strategy team understands one important thing about these cities that, the working class needs something they can personalize. Hence, the company decided to go for company focused designing that shall give them an advantage over the standardized products from its rivals.

Hareeyali has also introduced Green Card Points System, wherein the employees who chose to use their products earn points and can further spend them to buy herbal and organic products from leading online platforms.

The company has been doing good business since last year and plans to expand via online as and offline modes.

3.1 GreenZone has been the leader in the industry and has deployed some barriers to entry on new players wanting to tap into this new growing industry. Apparently, Hareeyali has been struggling on the very same front and thus, the barrier's magnitude increases. Which of the following is barrier to entry used by GreenZone?

- a) Product differentiation
- b) Switching costs
- c) Economies of scale
- d) Brand identity

3.2 Hareeyali's Green points system falls under which strategic marketing technique?

- a) Service marketing
- b) Person marketing
- c) Direct marketing
- d) Augmented marketing

3.3 The management structure of Hareeyali is apparently like any other company with a lot of founders/top management, as the middle office work is undertaken by business automation. It does reduce costs but the lower management has less opportunities to grow. Based on that, which if the following is the organizational structure of Hareeyali?

- a) Network structure
- b) Matrix structure
- c) Divisional structure
- d) Hourglass structure

3.4 Intensity of rivalry determines attractiveness and profitability of an Industry. The rivalry between the two companies is furious and the profitability shall be low because of all the below factors, except:

- a) Variable costs of business
- b) GreenZone is currently the industry leader
- c) The industry's growth is slow
- d) Companies are planning product differentiation

3.5 What demonstrates the strategic intent of Hareeyali's founders in their commitment to make their mark in every corporate entity across India?

- a) Setting specific financial goals
- b) Focusing on tailored designs for companies
- c) Formulating a strategic approach to address industry gaps
- d) The vision to reach every corporate entity

Answer Key

Question No.	Answer
3.1	(c) Economies of scale by producing massive numberof items from its production facility.
3.2	(d) Augmented marketing.
3.3	(d) Hourglass structure.
3.4	(a) Variable costs of business are not the determinant if Intensity of Rivalry, rather fixed costs are, wherein the company can drop prices byincreasing capacity.
3.5	(d) The vision to reach every corporate entity

CASE SCENARIO 4



4. LUXHEAL is a new age healthcare equipment designing and manufacturing company, with its founders being top Indian medical academicians. The company has been backed by a Pune based venture capital firm, that has invested approximately 115 crores as capital requirement fund.

The company has recently developed an automated mind mapped wheelchair called WHEELIX, which has been awarded at various forums around the world and even won the Industry Differentiator Award at an international conclave.

Dr. Budhiraja, was appointed as the CEO last year, when the company was unable to make a mark for itself in the industry. Under his leadership, the company turned around to be a leader in innovation. He has been instrumental in bringing about a culture of oneness and inspiration amongst the employees. Recently, he introduced a company-wide competition for the best innovation.

One of the key highlights of the company's strategies has been, that they use very advanced benchmarking processes. However, in eagerness to hit the markets and showcase their product range to the world, the company missed on implementing the inferences and conclusions.

WHEELIX, on the other hand would make them a niche player in the market for elderly rich. The company has already been approached by WeGO, the world leader in wheelchair production, to let them use its branding and facilities for a share in profit. The Board is willing to accept the offer.

However, WeGO is stuck in a legal litigation with its distribution channel partners and thus, LUXHEAL will have to work immensely of stacking its own channels.

With the increasing number of elderly rich and the ever increasing demand for luxury medical equipment, LUXHEAL has a clear winning path in its vision and just needs to focus on implementing its ideas.

4.1 LUXHEAL envisages to be the most admired and responsible healthcare equipment company with international footprint. Is this a vision or a mission? If this is LUXHEAL's vision, then which of the following is not essential while drafting the strategic vision?

- a) It should clearly illuminate the direction in which the organisation is headed.
- b) It should create enthusiasm among members of the organization.
- c) It should be rigidly defined to prepare the organisation for the future.
- d) This is a mission statement and not a vision statement

4.2 Dr. Budhiraja has been instrumental in bringing about monumental changes in the company's structure and working culture. He has been very approachable yet feared by employees at all levels. What kind of leadership style can his style be termed as?

- a) Transactional leadership style
- b) Autocratic leadership style
- c) Diplomatic leadership style
- d) Transformational leadership style

4.3 The recent international recognition that the company has got for WHEELIX, has turned around its strategy all together. Which of the following Michael Porter's generic strategies should LUXHEAL follow?

- a) Cost leadership
- b) Focused differentiation
- c) Differentiation
- d) Focused cost leadership

4.4 Which of the following is a key entry barrier for LUXHEAL?

- a) Brand identity
- b) Capital requirement
- c) Access to distribution channels
- d) Product differentiation

4.5 Considering the need for LUXHEAL to build its own distribution channels due to WeGO's legal dispute, which category in the BCG matrix might be relevant for this effort?

- a) Star
- b) Dogs
- c) Cash Cows
- d) Question Mark

Answer Key

Question No.	Answer
4.1	(c) This is LUXHEAL's vision and a vision should be creatively defined to prepare the organisation for the future. Hence, defining rigidly is not essential for drafting the vision.
4.2	(d) Transformational style, he inspires people and has been instrumental in the early stages of the company during its turbulent times.
4.3	(b) Focused differentiation, as it aims to fulfill the demands of a narrow market with its differentiated product.
4.4	(c) Rest all are amply covered for LUXHEAL except access to distribution channels.
4.5	(d) Question Mark

CASE SCENARIO 5



5. Strong Girls Private Limited, is an all female led early stage health drink company, operating out of Bangalore. The company is aware of the two important things with respect to their business; first, the youth is really conscious about health, and second, there are plethora of options available in the market to cater their demands.

With these pointers in mind, they launched their flagship product, Avajoice, a health drink made with Amla, Papaya, Aloe Vera and Neem, targeted at increasing immunity of young teenage girls. The unique selling proposition has been to make these drinks taste good with added organic flavours. To achieve advantage in market segment the production process has been standardised. The benefit has reflected in improved margins and better negotiating power. This product has been identified by the strategy team, as a Star, as per BCGs growth matrix, for its rapid growth and immense fund needs.

The marketing team has been one of the most influential in mapping the success of Avajoice. The existing health drink companies have had a very low customer loyalty and retention ratio. The company had to work to win over this shortcoming. For this, they have setup collaborations with major schools of Karnataka as well as got into an agreement with the State Government of Karnataka to provide Avajoice to girls of government schools at subsidised rate at just one rupee each.

This has been instrumental in bringing about free publicity from local as well as national media. With media coverage, the company very smartly placed the tagline, 'We Offer Tasty Health for our Teens,' and this was further pushed as a trend on social media to spread awareness of brand.

Effectively, the company has been able to position itself in the niche market domain and has been making really good margins.

5.1 As per Peter Drucker, it is important to have a meaningful answer to the question, 'what business are we in?'. Through Avajuice, the company answered the following as 'We Offer Tasty Health for our Teens'. Among which of the following does this statement fall?

- a) Vision
- b) Mission
- c) Business definition
- d) Action plan

5.2 The processes have been standardised as a strategy to improve margins and gain more negotiation power in the market. Which of the generic strategies by Michael Porter has the company deployed to create a favourable scenarios for itself?

- a) Differentiation
- b) Focused differentiation
- c) Cost leadership
- d) Focused cost leadership

5.3 Igor Ansoff developed a framework which describes the intensification options available to a firm. Which of the following did Strong Girls Private Ltd. use for intensifying Avajuice?

- a) Market penetration
- b) Product development
- c) Market development
- d) Diversification strategy

5.4 Avajoice can be identified as a Star as per BCG's Growth Matrix, basis the rapid growth it has shown and the enormous funds it demanded to maintain market and fuel the growth potential. What would Avajoice turn into, as per the matrix, when its growth slows down?

- a) Dog
- b) Question mark
- c) Will remain a star
- d) Cash cow

5.5 Which factor from the PESTLE analysis played a crucial role in the company's decision to focus exclusively on the health beverage market for teenage girls?

- a) Social
- b) Technological
- c) Economic
- d) Legal

Answer Key

Question No.	Answer
5.1	(b) Mission, as per Peter Drucker, when we have to answer, what business are we in, the answer should be marketing oriented and should cater to external perspective, and that forms part of mission statement.
5.2	(d) Focused cost leadership, as standardisation ensures low cost of production thus making the business more profitable and award more negotiation power to the producer/seller, and the market for Avajoice is niche, this focused cost leadership.
5.3	(c) Market development, as Avajoice is an existing product that are targeted to be sold in a new market of young girls.
5.4	(d) Cash cow, as per BCG's growth matrix, a start turns into a cash cow when the growth slows down.
5.5	(a) Social

CASE SCENARIO 6



6. MidoriTech, a Japanese information technology giant recently got into a multi-million dollar deal with Dezyner Pvt. Ltd. of Bangalore, a user interface designing company. MidoriTech is a leader in developing firewall for cloud security services and this deal would help it leverage the latest user-friendly designs of Dezyner Pvt. Ltd. to be incorporated in its own systems. The major motive of both the companies is to capture the budding segments of the market, which is very difficult to do given one's own isolated operations.

The second important aspect of the deal is a shared Research and Development Centre in Bangalore with 70:30 investments in R&D over the period of next five years. The advancements in cloud computing are to be matched with other global giants, and this Centre will provide world class excellence for the requisite. Mr. B. K. Suman, the erstwhile head of Dezyner Pvt. Ltd., has been appointed as the General Manager of the R&D Centre, and would report directly to the CEO of MidoriTech. MidoriTech has been in the industry for over thirty years and has over five hundred clients. For better control and ease of business, it has divided its business segments as per the clients' industry. Thus, it has four major segments; Robotics, E-Commerce, Energy and Others.

The company had been eyeing five probable Indian companies for a design oriented deal. Over the course of one year, they ran multiple financial models to find the most suitable synergy and finally zeroed in with Dezyner Pvt. Ltd. This was covered by all major media houses, as this is one of the biggest Indo-Japan Deal in the last decade.

The future is uncertain, but the companies through combined synergies have a stable market standing and growth oriented future in purview.

6.1 Dezyner Pvt. Ltd. and MidoriTech's deal falls under which type of Expansion Strategy?

- a) Conglomerate merger
- b) Concentric diversification
- c) Horizontal merger
- d) Strategic alliance

6.2 Mr. B. K. Suman shall work as general manager to the R&D centre for the two companies. At which strategic level will he working as a General Manager?

- a) Corporate level
- b) Corporate and business level
- c) Functional and business level
- d) Functional level

6.3 In phase two of shifting the business focus to peripheral accessories production, Connect Innovations has planned to implement which barrier to discourage potential competitors?

- a) Capital requirement
- b) Product differentiation
- c) Access to distribution channels
- d) Economies of scale

6.4 Robotics, E-Commerce, Energy and Others, are separate units of MidoriTech, that have been devised for easy of control. Which of the following is not a characteristic that would have helped them identify and separate units for better strategic management?

- a) Distinct markets
- b) Customer's preference
- c) Similar technologies
- d) Identical competitive advantage

Answer Key

Question No.	Answer
6.1	(d) Strategic alliance is the right answer, as the companies would maintain independent status and they plan to benefit from each other what they could not get in isolated operations
6.2	(b) General Managers deliver their responsibilities at both corporate and business levels, however, their responsibilities depend on size of organisation
6.3	(d) Economies of scale - By planning to augment production to enormous levels, Connect Innovations aims to benefit from economies of scale. This allows them to reduce the unit cost of production as the volume increases, making it difficult for potential competitors to match their cost structure. This acts as a barrier to entry, creating a competitive advantage based on cost efficiency.
6.4	(b) The four segments of MidoriTEch works as SBUs. Customer preference is not a characteristic of division as the matter is based on internal strategic decisions and does not relate to customer influence.

CASE SCENARIO 7

7. Sukh Pvt. Ltd. has been importing Italian crockery under the brand name of 'Facile' since 2017. The company was amongst the first ones in India to introduce the innovative unbreakable crockery. Their affiliate, an Italian company, which owns Facile, had entered into a progressive deal, wherein, products would be sourced to India via their logistics and all marketing spend would be covered by them. However, customer management and nation-wide distribution would be taken care of by Sukh Pvt. Ltd. This required English speaking skilled workforce, which has been a constant challenge for the company in India.

The owners of Sukh Pvt. Ltd. have been regular at attending industry relevant conclaves, both national and international. Leaders of the company are avid readers of business magazines. Following that, it was observed that the recent sentiment of the country towards 'Vocal for Local' could disrupt their Italian brand's marketability. An extraordinary meeting was setup and the steps ahead were planned.

The outcome of the meeting was to partner with local producers of earthen utensils in phase one of the change strategy. For this, seven state governments were approached. The team was successful in bagging contracts from all the government departments of these seven states, and could position themselves fairly in the market. To fund this new investment, they have planned to slowly sell off their Italian business assets as well as the brand, to probable buyers.

This timely shift is proving to be a game changer for the company and the leadership is quite happy with better than before earnings and a much greater response from the customers. They find it easier to operate with domestic producers and vendors, and a sense of patriotism is instilled in the consumers' mind.

7.1 Which of the following type of strategic control did the owners and leadership of Sukh pvt. ltd. Deploy, that eventually turned out to be one of the most effective strategic decisions for the company?

- a) Premise control
- b) Special alert control
- c) Implementation control
- d) Strategic surveillance

7.2 'Vocal for Local' is a market sentiment that changed customer's preferences for majority of products of all industries. Basis that, Sukh pvt. ltd. gauged the competition it might face in coming months and provisioned to change its own product. Which of the following force, as per Michael Porter's five forces of competitive analysis, is most relevant in this case?

- a) Threat of new entrants
- b) Nature of rivalry in the industry
- c) Threat of substitutes
- d) Bargaining power of the buyer

7.3 To strategically revamp their business, partnerships were done with Indian local producers from seven states and to fund it, the existing arm of business was to be sold off. Which of the following strategy has Sukh pvt. Ltd. opted for?

- a) Turnaround strategy
- b) Divestment strategy
- c) Liquidation strategy
- d) Intensification strategy

7.4 Which of the following best represents an opportunity for Sukh Pvt. Ltd. in the current scenario?

- a) Increasing competition from local producers
- b) Growing sentiment for imported goods
- c) Partnership with local producers of earthen utensils
- d) Decline in customer sentiment towards Vocal for Local

7.5 Which of the following aspects of value chain analysis was the most challenging for Sukh Pvt. Ltd. at the time of selling Facile brand crockery?

- a) Manufacturing
- b) Outsourcing
- c) Customer service
- d) Procurement

Answer Key

Question No.	Answer
7.1	(d) Strategic surveillance is the right answer, as this type of control is unfocussed and involves casual industry environment browsing. The conclaves attendance and magazine reviews are a part of strategic surveillance
7.2	(c) Threat of substitutes is the most relevant for Sukh pvt. ltd., as they were dealing in Italian crockery and the same is hit by locally produced earthen utensil, thus a substitute of their product
7.3	(b) Divestment strategy, as a major part of business and SBU is sold off in divestment. Here Facile was sold off to fund the new business
7.4	(c) Partnership with local producers of earthen utensils
7.5	(b) Outsourcing

CASE SCENARIO 8



8. Swasthya, a rising star in India's dynamic healthcare sector, stands out as a prime example of smart strategic management.

At Swasthya, the compass guiding their endeavors is a compelling thought: to emerge as the finest healthcare provider renowned for delivering accessible, top-notch healthcare services. This overarching goal is not an isolated vision, but a thread woven into the very fabric of the organization, driving every facet of their operations. The people of the organization play a pivotal role in this journey. They are entrusted with translating this vision into tangible outcomes at the grassroots level, ensuring that local operations are aligned with the grand aspiration of becoming a healthcare leader.

Swasthya works meticulously towards optimizing each link of the patient experience. From streamlining appointment scheduling to expediting test result delivery, every facet of the healthcare journey is scrutinized. Swasthya's strategy is not merely about being a player in the market but about strategically positioning themselves as leaders. They proactively recognize the constant innovations that could disrupt their areas of expertise. To counter this, they introduced value-added offerings such as telemedicine and wellness programs. This addition not only mitigates the risk but also fortifies their long-term viability.

Beyond competition, ensuring the quality and safety of patient care is paramount at Swasthya. Stringent hygiene protocols, equipment maintenance regimens, and adherence to healthcare regulations form the cornerstone of their business. In parallel, the organization meticulously undertakes regular assessment as a central element of its decision-making apparatus. This forward-looking exercise encompasses identifying and assessing potential risks such as regulatory changes, medical malpractice vulnerabilities, or shifts in market dynamics, all of which could have far-reaching consequences for their long-term objectives.

The implementation of Swasthya's strategy is steered by the McKinsey 7S model, which ensures a harmonious alignment of seven critical elements: strategy, structure, systems, shared values, skills, style, and staff. It emphasizes that the success of a long-term objective is contingent on the synchronization of these seven elements, reinforcing the idea that strategic management is not a compartmentalized process but a comprehensive activity.

Swasthya's strategic journey through India's healthcare landscape is a testament to the seamless integration of core management concepts, guiding its actions and strategies, while keeping the vision and intent at the core.

8.1 How does Swasthya's approach to premise control, including stringent hygiene protocols and equipment maintenance, contribute to their long-term objectives and which concept does it align with?

- a) It reduces immediate costs and aligns with strategic risk assessment.
- b) It safeguards quality and aligns with strategic risk assessment.
- c) It enhances immediate profitability and aligns with shared values.
- d) It streamlines administrative processes and aligns with value chain analysis.

8.2 How does Swasthya counter the risk posed by constant innovations and disruptions in their areas of expertise?

- a) By aggressively acquiring innovative startups.
- b) By introducing value-added services like telemedicine and wellness programs.
- c) By downsizing their operations.
- d) By focusing exclusively on urban healthcare markets.

8.3 Why is the McKinsey 7S model significant in Swasthya's strategic management approach, and which elements of the model ensure a holistic alignment of their strategy?

- a) It facilitates short-term profit maximization, with a focus on structure and style.
- b) It emphasizes a compartmentalized approach to strategy, focusing on shared values and skills.
- c) It ensures a comprehensive alignment of strategy, structure, systems, shared values, skills, style, and staff.
- d) It prioritizes immediate cost reduction by aligning systems and strategy.

8.4 Why is the focus on local operations essential for Swasthya in the context of their long-term objective, and how does it contribute to their overall strategy?

- a) It reduces strategic risk by minimizing the need for strategic risk assessment.
- b) It aligns with their commitment to immediate profitability.
- c) It translates the organization's vision into tangible outcomes and aligns with their long-term objective.
- d) It diversifies their portfolio and aligns with competitive landscape analysis.

8.5 The case talks about scrutiny of every facet of the healthcare journey and also emphasizes the fact that people of the organization play a pivotal role in this journey. Based on your reading, which level of management has the most crucial part to play here to ensure the sense of customer-first is imbibed in the organization?

- a) Top Management (C-Suite) which sets the tone and strategy of the organization
- b) Middle Management (Divisional Managers) who have the responsibility of translating strategy to real-time objectives
- c) Functional Managers who actually do the work on the field
- d) Board of Directors who are responsible for wealth creation of the shareholders

Answer Key

Question No.	Answer
8.1	(b) It safeguards quality and aligns with strategic risk assessment.
8.2	(b) By introducing value-added services like telemedicine and wellness programs.
8.3	(c) It ensures a comprehensive alignment of strategy, structure, systems, shared values, skills, style, and staff.
8.4	(c) It translates the organization's vision into tangible outcomes and aligns with their long-term objective.
8.5	(b) Middle Management (Divisional Managers) who have the responsibility of translating strategy to real-time objectives

CASE SCENARIO 9

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9. In the fiercely competitive automotive industry, Zing, a promising newcomer, set out on a strategic journey with ambitions of making a substantial impact. Recognizing the significance of a robust distribution network early on, Zing forged partnerships with established dealerships, offering them attractive margins. This strategic move significantly enhanced Zing's reach, with a presence in 80% of the nation's dealerships by 2022, expanding its coverage significantly.

To differentiate themselves from competitors, Zing adopted two key strategies. Firstly, they prioritized product design, investing heavily in aesthetics and incorporating innovative features and environmentally friendly technologies. This focus on design led to their vehicles receiving excellent reviews and achieving an impressive 15% year-on-year growth in sales.

Secondly, Zing implemented switching costs to discourage customers from switching to other brands. Their vehicles featured branded software, making it both expensive and cumbersome for customers to transition to alternative brands. This strategic move effectively protected Zing's market share.

Zing's overarching goal was to position itself as a premium automotive brand, blending luxury with sustainability. However, their execution fell down as they struggled with maintaining consistent quality and service levels, resulting in mixed customer reviews.

Despite their best efforts, Zing's differentiation strategy fell short due to issues with inconsistent quality and service. Negative word-of-mouth and declining customer satisfaction scores tarnished their brand image, leading to stagnating sales. This failure to deliver on their brand promise proved to be a significant setback.

As Zing's reputation suffered from execution failures, securing additional funds for international expansion became challenging. Consequently, they made the difficult decision to postpone their global ambitions for the next five years, focusing instead on stabilizing their finances and rebuilding their brand image.

In summary, Zing's strategic journey illustrates the importance of not only crafting a compelling differentiation strategy but also executing it flawlessly. In the competitive automotive landscape, maintaining consistent quality and service is paramount to sustaining brand loyalty and achieving long-term success.

9.1 What key strategic approach did Zing use to expand its market presence in the automotive industry?

- a) Product innovation and design
- b) Cost leadership strategy
- c) Entering new international markets
- d) Vertical integration

9.2 How did Zing protect its market share from potential competitors?

- a) Price-cutting strategy
- b) Branded software and switching costs
- c) Aggressive marketing campaigns
- d) International expansion

9.3 Why did Zing's differentiation strategy fall short in the market?

- a) Intense price competition
- b) Poor marketing strategy
- c) Inconsistent quality and service
- d) Lack of international expansion

9.4 Forging partnerships with established dealerships to enhance its distribution network falls under which level of strategy?

- a) Corporate level strategy
- b) Business level strategy
- c) Functional level strategy
- d) Competitive level strategy

9.5 How did Zing initially expand its market presence across the nation?

- a) Aggressive marketing campaigns
- b) Developing low-cost vehicles
- c) Partnering with established dealerships
- d) Launching a luxury brand

Answer Key

Question No.	Answer
9.1	(a) Product innovation and design
9.2	(b) Branded software and switching costs
9.3	(c) Inconsistent quality and service
9.4	(b) Business level strategy
9.5	(c) Partnering with established dealerships

CASE SCENARIO 10

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10. Café Delight, a thriving restaurant chain known for its unique blend of Australian and Indian culinary experiences, embarked on a remarkable journey from its humble beginnings as a small café in Australia to becoming a renowned player in the Indian restaurant industry. This case study digs into the strategic decisions and market dynamics that fueled Café Delight's growth, highlighting its transition from a single café in Powai, Mumbai, to a flourishing chain with a presence in five cities and over 25 stores. It explores how Café Delight effectively leveraged social media and adapted its pricing strategy to compete with global brands while maintaining a healthy profit margin.

In 2005, Café Delight was founded in Melbourne, Australia, by a passionate entrepreneur with a vision to bring the flavors of Australia and India together. The first café established in Powai, Mumbai, received accolades for its unique menu, blending Australian coffee culture with Indian culinary traditions. Over the course of five years, Café Delight expanded to three stores in Mumbai, driven by exceptional word of mouth publicity, customer loyalty, and consistent quality.

As the social media landscape evolved, Café Delight recognized the power of online platforms in reaching a wider audience. By effectively utilizing social media and online marketing, Café Delight expanded its presence to five cities across India and established over 25 stores. Customer engagement through social media platforms enabled the brand to create a strong and vibrant community, driving organic growth.

Café Delight's customer-centric approach involved continuously evolving its menu to cater to the changing tastes and dietary preferences of its patrons. By understanding the evolving needs of its customers, Café Delight could offer personalized menu items, seasonal specials, and dietary alternatives.

This approach created a sense of loyalty and engagement among customers, strengthening the brand's appeal. Not just customers but High-power, low-interest stakeholders, including regulatory authorities, were addressed with careful compliance and adherence to industry standards. Low-power, high-interest stakeholders, like potential customers and local communities, were engaged through targeted marketing campaigns and community involvement initiatives. This meticulous stakeholder analysis allowed Café Delight to build and maintain strong relationships with each group, effectively managing their influence and impact on the brand.

With its expanding presence and increasing popularity, Café Delight underwent a shift in its pricing strategy. It transitioned from a pocket-friendly pricing model to a skimming strategy, capitalizing on its unique blend of Australian and Indian flavors to position itself as a premium restaurant. Café Delight faced stiff competition from global brands entering the Indian market but maintained a profit margin of approximately 30% through menu engineering and targeted pricing.

In one of its kind, using strategic tools enabled Café Delight to identify and act on opportunities while mitigating threats, contributing to its long-term success in the highly competitive restaurant industry.

10.1 Café Delight effectively leveraged social media and adapted its pricing strategy as it stepped into which phase of business life cycle of operations?

- a) Introduction Stage
- b) Growth Stage
- c) Maturity Stage
- d) Decline Stage

10.2 What stakeholder group did Café Delight engage through targeted marketing campaigns and community involvement initiatives?

- a) High-power, high-interest stakeholders
- b) Low-power, low-interest stakeholders
- c) Low-power, high-interest stakeholders
- d) High-power, low-interest stakeholders

10.3 What best describes Café Delight's initial expansion strategy when it expanded from one café to three in Mumbai?

- a) Aggressive price reduction
- b) Leveraging customer loyalty and word-of-mouth publicity
- c) Extensive online marketing
- d) Embracing global branding strategies

10.4 At which level of strategic management does Café Delight's transition from a pocket-friendly pricing model to a skimming strategy fit?

- a) Corporate level
- b) Business level
- c) Functional level
- d) Operational level

10.5 What type of strategy did Café Delight use to differentiate itself from competitors in the Indian restaurant industry?

- a) Cost leadership strategy
- b) Focused differentiation strategy
- c) Cost focus strategy
- d) Hybrid strategy

Answer Key

Question No.	Answer
10.1	(b) Growth Stage
10.2	(c) Low-power, high-interest stakeholders
10.3	(b) Leveraging customer loyalty and word-of-mouth publicity
10.4	(b) Business level
10.5	(b) Focused differentiation strategy



thank you!

